

Excerpts from

**Proposal for the
Coyote Valley Specific Plan**

**Dahlin Group Consultant Team
November 18, 2003**

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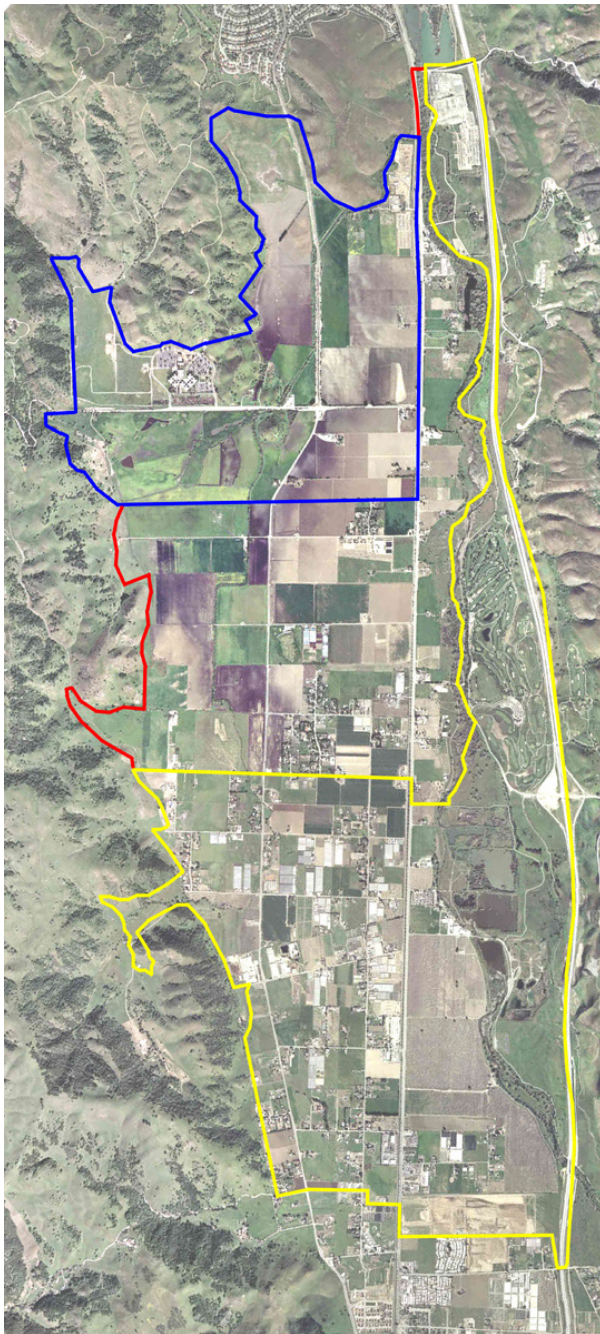
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Land Use

Statement of Problem



Issue

STATEMENT OF PROBLEM

STATEMENT OF PROBLEM

Issues and Insights

Conformance with State Specific Plan Criteria

Specific Plans offer a unique opportunity to go beyond the basic land use allocations of the General Plan and Zoning code. They allow a City to be proactive; to develop a plan concept at an urban design level the way a private developer might develop a private planned community on a single large parcel. Because the law allows Specific Plans to be coercive, to plan in detail across individual private properties, they involve a unique responsibility to be fair to all owners.



California State Government Code lists several statutory requirements for a Specific Plan. These include:

A Specific Plan shall include text and a diagram or diagrams, which specify all of the following in detail:

The distribution, location, and extent of the uses of land, including open space, within the area covered by the plan.

The proposed distribution, location, and extent and intensity of major components of public and private transportation, sewage, water, drainage, solid waste disposal, energy, and other essential facilities proposed to be located within the area covered by the plan and needed to support the land uses described in the plan.

Standards and criteria by which the development will proceed, and standards for the conservation, development, and utilization of natural resources, where applicable.

A program of implementation measures including regulations, programs, public works projects, and financing measures necessary to carry out paragraphs (1), (2), and (3).

The Specific Plan shall include a statement of the relationship of the Specific Plan to the General Plan.

San Jose's General Plan discusses the Coyote Valley Urban Reserve (CVUR) at some length. Background information in the documents received with this RFP indicate a General Plan text amendment (GP01-T-33) to allow the Coyote Valley Specific Plan to go forward. An early investigation into the full extent of all GP amendments related to the CVUR will be necessary to assure that the CVSP meets State requirements for consistency.

STATEMENT OF PROBLEM

Issues and Insights

The four State required areas might be titled:

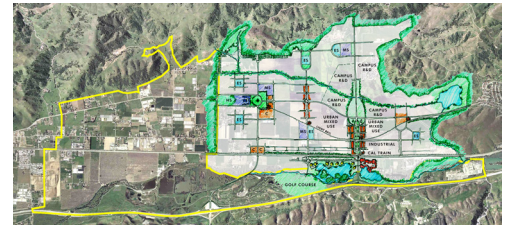
- Land Use
- Infrastructure
- Development criteria (particularly including natural resources)
- Implementation

In general, these can be considered the standard issues all specific plans deal with, and we will describe how we see these issues affecting Coyote Valley.

Issue

Land Use

Land use is the core of the Specific Plan. However, the opportunity here is to define a much more finely grained land use program that stems from a fully delineated urban design concept. In our **Methodology** section, we describe how we marry Land Use and Urban Design approaches into a complete plan.



Issue

Infrastructure

While all typical infrastructure (sewer, water, power, storm drainage, etc.) will be addressed in our work through coordination with Group I consultants, three areas of infrastructure warrant specific comment.



Hydrology



Coyote Valley is a relatively flat, low-lying area. It drains to the north and ultimately collects and feeds in Coyote Creek. The Creek itself is a source of aquifer recharge for Santa Clara Valley and, thus, water quality is especially important. USGS "blue line" watercourses, both natural and canals, accommodate this drainage and likely support an array of riparian species in isolated pockets. Some areas may be subject to flooding and may require significant measures to be protected. These measures can simultaneously provide additional riparian habitat, as well as, aesthetic and recreational value. Exploring creative, aesthetic, resource enhancement and recreational approaches to this issue is part of our urban planning.

STATEMENT OF PROBLEM

Issues and Insights

Transportation

Only Santa Teresa Boulevard and Monterey Road currently access the area. The recently widened US Highway 101 is expected to supply the bulk of the vehicular access. Work is currently underway on the Bailey Road interchange and the Green River Golf course interchange may be accessed via a bridge across Coyote Creek. A Southern Pacific rail line parallels Monterey Road and is used by Caltrain. A station within CVSP will be planned. Light Rail currently terminates well to the north, but can be extended along Santa Teresa into Coyote Valley. In our

Methodology section, we discuss innovative transportation/urban design concepts for CVSP in more detail.



Communication



Communication is an issue in so far as the Coyote Valley must have absolute state of the art telecommunication infrastructure, offering virtually unlimited bandwidth and universal wireless coverage throughout the plan area in

order to attract the corporations and entrepreneurs who will create the 50,000 jobs. In **Methodology**, we briefly discuss how this universal communication may actually change our transportation modes.

Issue

Development Criteria

There are two key elements that must be thoroughly addressed through the urban plan and subsequent development criteria (which must follow on into Design Guidelines and Zoning Districts).

STATEMENT OF PROBLEM

Issues and Insights

An urban quality and intensity is of critical importance to San Jose leadership and staff in taking the regional long view. It is clearly described in the General Plan, and it recognizes the need to spend our land resource much more wisely in the future.



On the other hand, preservation of natural resources, limiting development, maintaining a green line, and protecting the rural and suburban lifestyle of adjacent property is a critical grass roots issue.

We discuss both of these at some detail under *Opportunities* in

our **Methodology** section. In broad terms, the plan will project an urban City Center core(s), while maintaining sensitivity to the urban/rural edge.

Lower densities, park edges, or orchard edges can soften these edge



conditions. At the same time, it is reasonable to expect that Coyote Valley residents along with all Santa Clara Valley citizens may enjoy the open space areas beyond urbanization, including Coyote Creek, the hills to the west, and the South Coyote Greenbelt.

Issue

Implementation

A Specific Plan paves the way for a number of options for the joint funding of required infrastructure in the plan area. From forming a private development corporation, to establishing infrastructure funding/taxing districts, the ultimate method of funding must conform to the criteria specified in the General Plan relative to City-wide fiscal impact. In broad terms, this means development capital costs must be



STATEMENT OF PROBLEM

Issues and Insights



fully-funded by an internal mechanism, and that area tax income can pay for all City services. With a number of significant infrastructure elements needing funding, the additional need to fund acquisition of the South Coyote Greenbelt lands presents an extraordinary challenge. In our **Methodology** section, we discuss the need to establish pre-specific plan base land

values. This may need to extend to all of south Coyote, as well, in anticipation of including Greenbelt land acquisition in an overall cost burden analysis.

Beyond these core Specific Plan issues, we would like to offer our own insights as to some more complex issues unique to our region that will impact the Coyote Valley Specific Plan.

Insight

California Homebuilders Affinity For Wood Frame

More general contractors and developers come out of the carpentry trade than any other. A western culture of wide-open spaces, (Gene Autry singing "Don't Fence Me In"), the ranch house and the open road has prevailed since World War II and still distinguishes California from the New York/eastern seaboard or Chicago regions. As litigation is making wood frame multi-family increasingly risky, Canadian and Florida developers are showing that concrete and steel, mid- and high-rise residential is both profitable and marketable in places like San Diego and Las Vegas. For Coyote Valley to achieve its urban potential, we need to at least explore mid-rise and high-rise residential within the core. Achieving this may allow some lower densities at the urban/rural edge.



Insight

STATEMENT OF PROBLEM

STATEMENT OF PROBLEM

Issues and Insights

Dot-Com-Bomb

It hardly takes any insight to know that the Silicon Valley technology job-generating machine has been dealt a very serious blow. Just a few facts from the recent "Economic Development Strategy, San Jose, Capital of Silicon Valley, November 2003" suffice:

"From 1993 through 2000.... The San Jose metropolitan area added 282,000 jobs, and the unemployment rate fell below 2%. Since the beginning of 2001, the San Jose metropolitan area has lost more than 200,000 jobs." (pg. 4)

".... The regional glut of office space (60 million square feet vacant in October 2003) means that property owners in San Jose will vie with those in neighboring communities to host companies already committed to a Silicon Valley presence." (pg. 5)

Clearly, speedy permitting, or cool urban plans alone will not bring 50,000 jobs to Coyote Valley any time soon. While we offer some thoughts regarding this issue under the

Methodology

section *Next Generation Workplaces*, it will take much more than our professional design skills to create these jobs. As we must now share leadership in high tech-

nology with multiple global centers, we should take a cue from some newly developing areas and proactively advertise our region and Coyote Valley's advantages. Dahlin Group's Coyote Valley Specific Plan, its graphics and animations, can be used both as a community outreach tool for entitlement and support a global marketing strategy.



10:00am Wednesday

Insight

Retail Going to Big Box

Big box, category dominating, discount retailing has impacted both downtown and regional malls. They are a powerful retail typology, as measured by annual sales/square foot, and their sales tax revenue attract Cities, even San Jose:

"San Jose's Full Retail Potential Remains Untapped"

In addition to supporting neighborhood-serving retail, San Jose could support more community retail that serves larger



STATEMENT OF PROBLEM

Issues and Insights

sub areas of San Jose and residential areas of neighboring cities...These stores-many of the "big box" type-would need to be strategically located..." - From "Economic Development Strategy, San Jose, Capital of Silicon Valley, November 2003"



Reconciling this retailing typology with the fine-grained urban center envisioned for Coyote is a challenge that should be addressed, and not simply ruled out.

Insight

Cost Burdens On Market Rate Housing

The construction cost of a home in California has gone from 70% of the sales price to less than 25% in close-in Santa Clara County locations. Land costs, fees, mitigation costs, time delays, and transfer dollars have made up the difference. With global corporate employers and sales tax generating retailers expecting public funded financial incentives to develop in a region, the home is left doing all the heavy lifting. Providing pay-as-you-go infrastructure funding, open space acquisition funding, and funding to meet a 20% affordable housing component, we expect that residential development in Coyote will be pushed to the edge of feasibility almost from the start.

Insight

The Land Value Starting Point And Cost Burden Allocation

Fair initial land value establishment and fair cost burden allocation is the cornerstone of the Specific Plan. Our extensive



multi owner land planning experience tells us that

ultimate success comes down to this. We discuss our recommendations in more detail in the **Methodology** section *Base Land Values*.



Insight

Thresholds, Triggers, And Sub-Regional Go-Aheads

A solution to this puzzle, while having some impact on land use and urban form, can only really be addressed once a preferred plan is in place. Go-ahead triggers will likely be scaled to the funding of infrastructure components, teaming job generating development projects with residential development projects.



STATEMENT OF PROBLEM

Issues and Insights

Insight

Multiple Land Owners, Multiple Parcels

Existing street patterns and parcel boundaries that would be insignificant in a new plan, if the land were under single ownership, become a significant design and implementation challenge under multiple owners. In the Evergreen Specific Plan, Dahlin Group identified critical land swaps in the early urban design stage to accommodate the plan's radial and rotary urban form.

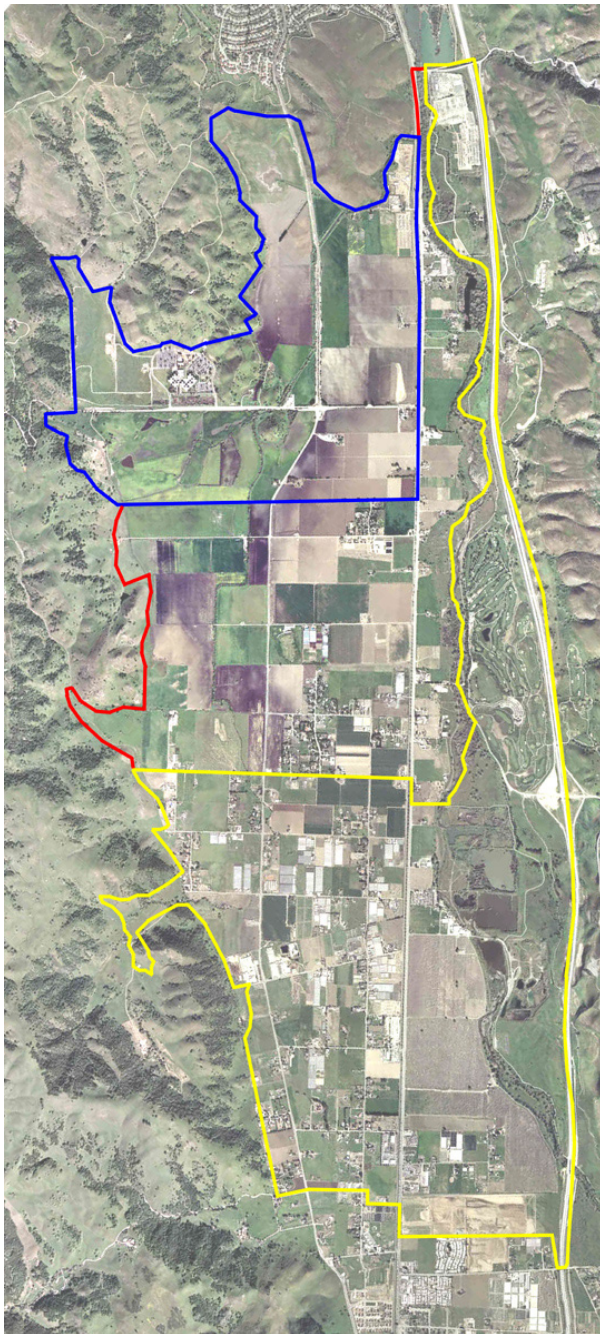
Insight

Implementation, Holding The Urban Vision

Our Evergreen experience demonstrates the challenge of adhering to an urban form concept over several years, as different owners build out their parcels in such a completely random sequence that the plan's urban form remained all but invisible until just these last few years.



Methodology



Vision and Reality

METHODOLOGY

Content

The process of creating a truly inspiring urban design of this magnitude requires finding the appropriate balance between **vision**, the creative work, and **reality**, the analytic work. While we do not want to create a plan as a purely academic exercise, that has no hope of becoming reality, we also do not want to so constrain ourselves that creative ideas never even get out of the starting gate.

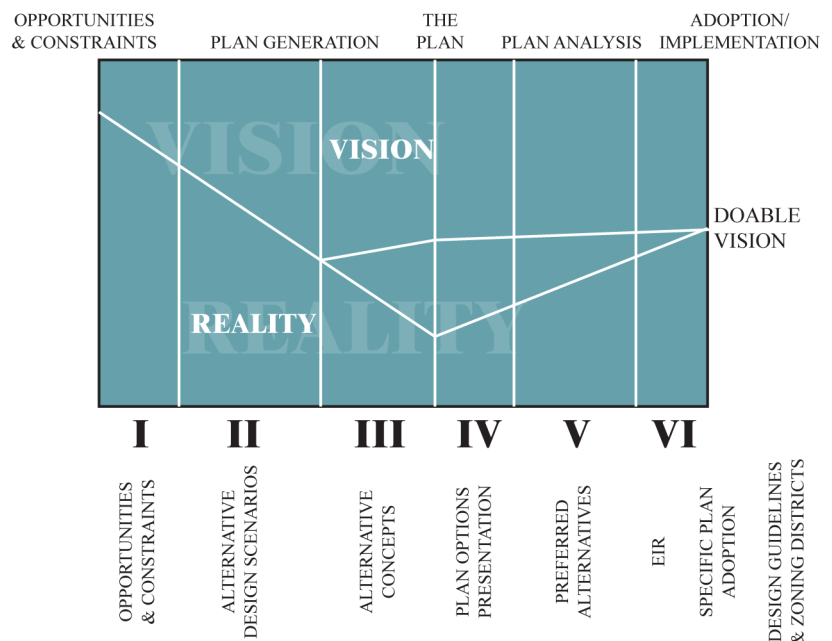
In our experience this balance between vision and reality changes through the life of the plan.

In the beginning **reality** dominates our collection of information and constraints analysis. At the same time **vision** is manifested through an exciting exploration of possibilities, not necessarily linked to the plan or even economically defensible.

Through the generation of land use and urban form design alternatives, the **vision**, progressively more informed by reality, dominates. In fact, it is in this early stage, that vision gets its big chance.

Following this, an iterative process of public exposure, detailed analysis, modification, refinement and compromise lead to the adoption and implementation of a plan that balances **vision** and **reality** and can make the **vision real**.

Applying this overall concept to the specific tasks is the basis of our approach.



METHODOLOGY

Specific Tasks

Review Base Constraints

We have worked with (most or) all the Group I consultants listed below:

Archeology: Basin Research and Associate

Traffic: Hexagon

Hydrology: Schaaf & Wheeler

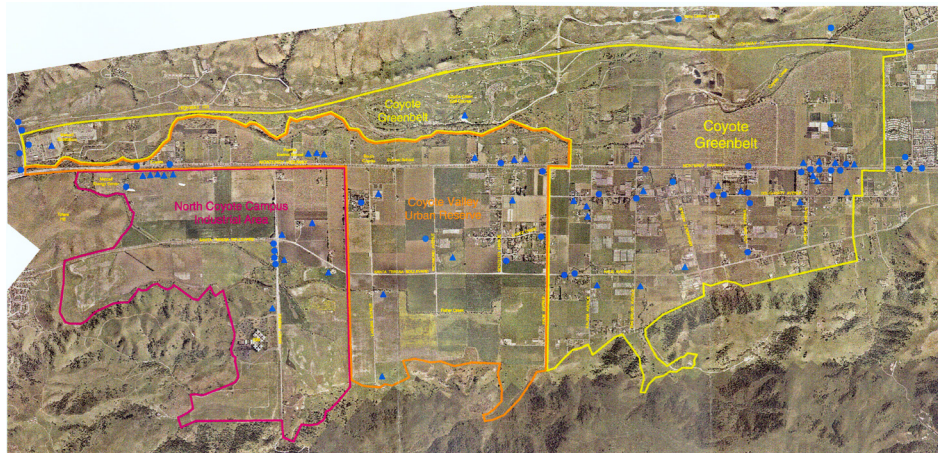
Civil/Infrastructure: HMM Engineers

Geology: ENGEO

Hazardous Materials and Phase 1 Soil: Lowney & Associates

Land Use: David Powers and Associates

This clearly looks like the core of an EIR team. They have been presenting base constraints information simultaneous with this RFP process. Our earliest task will be to review this base information and assure that all mapped data is appropriately coordinated to create composite constraints mapping. After review, we will consult with Group I Consultants and make any recommendations regarding further work we feel necessary to inform our initial urban design studies.

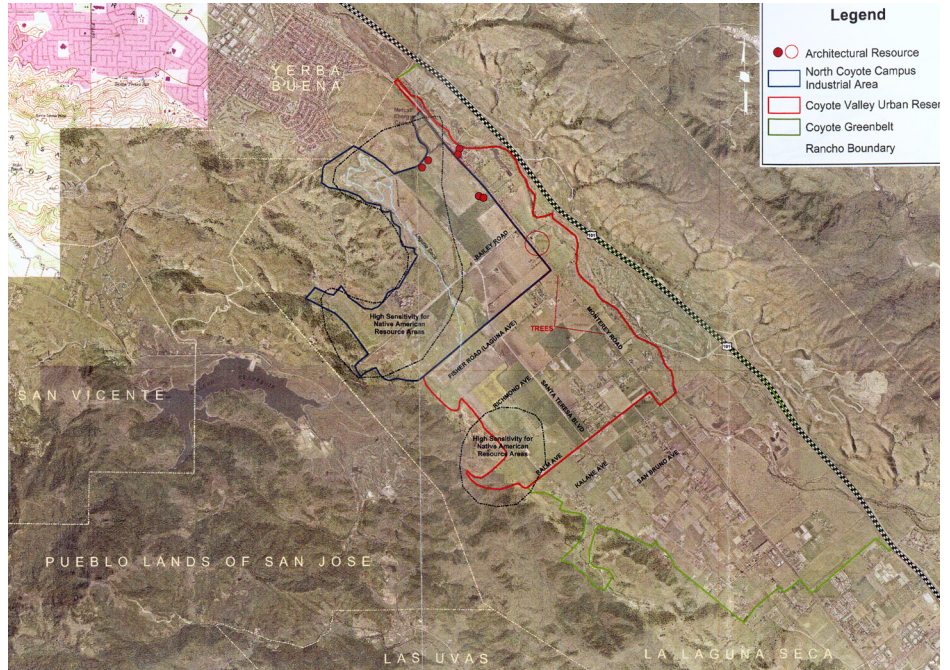


METHODOLOGY

Specific Tasks

Avoidance vs. Mitigation

We will also work with Group I Consultants to determine an “order of magnitude” understanding of the consequences of mitigation vs. avoidance. Already available initial mappings show numerous locations of hazardous materials, as well as, large areas sensitive to potential cultural resources. Complete avoidance would significantly affect the plan’s urban form.



Base Land Values

The combined North, Mid, and South Coyote Valley urban reserve consists of approximately 7,365 acres, and is divided into some 292 properties ranging under approximately 262 ownerships. Dahlin Group has extensive experience with large-scale specific plans involving multiple owners. In our experience, fair burden allocation is the cornerstone of a successful plan. This fair allocation begins with a fair base assessment of individual properties’, pre-Specific Plan, land value. This fair value will be largely derived by the initial constraints analysis developed by Group I Consultants. We strongly suggest that the Fiscal/Finance/Market consultant group (Group III) be selected and brought under contract as soon as possible, with an immediate task of establishing a matrix of “constraints based” relative land values. With this base land value in place, every land plan presented can, at least, assess the value of land given up by individual property owners. We cannot overstate the need to calm the reactions of individual property owners whose land shows up as a park or high school. With this base land value, a concept of fair compensation can attach to each parcel. This will greatly help in keeping the reaction to alternative plans focused on the quality of the community as a whole and not immediately break down into a “who’s ox got gored” fight.

METHODOLOGY

Specific Tasks

Example Burden Matrix

Table VI-9
Summary of Value of Land Dedication and Cost Burden
by Property Owner (1)
Evergreen Specific Plan

Property Owner	Total Acreage Dedicated	Total Value	Total Cost Burden (2)	Credit/ (Debit)
William Lyon Company	38.96	\$2,654,000	\$3,409,111	(\$755,111)
Citation Homes	14.86	\$833,500	\$939,780	(\$106,280)
Shapell Industries	43.83	\$4,179,600	\$5,076,738	(\$897,138)
Blackwell	9.14	\$650,300	\$500,931	\$149,369
J. Lohr (3)	6.61	\$661,000	\$701,089	(\$40,089)
Borello (4)	15.84	\$1,584,000	\$1,290,860	\$293,140
Davidson	7.38	\$543,600	\$672,189	(\$128,589)
John Sorci	18.62	\$1,862,000	\$873,417	\$988,583
Loukate	3.28	\$221,800	\$391,753	(\$169,953)
Boyd	2.29	\$159,700	\$250,465	(\$90,765)
Mirassou	16.77	\$1,366,500	\$556,590	\$809,910
Catholic Church	4.47	\$447,000	\$468,820	(\$21,820)
East Side Union HSD	0.00	\$0	\$250,465	(\$250,465)
Schnutenhaus	0.48	\$48,000	\$119,881	(\$71,881)
Costa	3.49	\$349,000	\$83,488	\$265,512
Raitano	0.16	\$16,000	\$6,422	\$9,578
Castro	0.16	\$16,000	\$0	\$16,000
Total	186.34	\$15,592,000	\$15,592,000	\$0

(1) A complete set of the Land Dedication Tables is provided in Appendix B.

(2) From Cost Allocation Model.

(3) Includes Pappani acreage.

(4) Includes Borello/Sorci/Hyatt acreage and Joe/Eldiva Sorci acreage.

Source: Economic and Planning Systems, Inc.

METHODOLOGY

Opportunities

Prior to site-specific land use and urban form plan generation, Dahlin Group will conduct one or two workshops that explore possibilities for Coyote Valley. Uses, building typologies, and urban form typologies that we will explore include:

Mass transit

21st Century Transportation Options

The Coyote Valley Vision already calls for the extension of Light Rail, as well as, providing a heavy rail station along the Caltrain line. These can connect at the Caltrain station and small buses can collect and distribute rail commuters to/from home and work. Onboard computers, with cellular and GPS technology can assure nearly immediate pick-up and just-in-time drop-off at fixed rail stations.



Micro transit



Transit debit cards and GPS/cellular communication with on-demand micro cabs offer great promise in creating reliable and quick service, while increasing productivity and income for cab drivers in places smaller than New York.

Taming the Automobile

The automobile will remain an important, even primary means of transportation. Urban design strategies that tame its impact include:



Finance Parking Structures like Roads

Surface parking lots are anathema to pedestrian-friendly commercial, retail and city center districts. They spread out uses and make pedestrian integration extremely difficult. Free, non-exclusive structured parking is very difficult to achieve with only private individual properties as a funding source (Walnut Creek is an exception). We will explore the possibility of funding district parking structures like roads as a public improvement.



METHODOLOGY

Opportunities

Provide offsite RV, SUV, and occasional-use vehicle fee storage in the least desirable parts of parking structures, and double height private garage storage

Pedestrian, bicycle, electric scooter, and small electric vehicle friendly paseo system

50 employers with 1,000 workers each VS. 1,000 employers with 50 workers each

Parking ratios are the bugaboo of higher density residential development, both from a regulatory and a market perspective. The move to higher housing densities is a criterion in this plan and, indeed, a necessity if the continued growth in California is not going to consume all our beautiful land. These higher densities cannot necessarily assume a world of “empty nesters.” Dahlin Group has provided true family housing in densities of



Next Generation Workplaces

Coyote Valley vision calls for the creation of 50,000 jobs, exclusive of public and support service jobs. These “regional export” jobs are indeed the jobs that create community wealth. But the combination of the high-tech bust and, ironically, high-tech’s facilitation through the Internet of the export of information processing jobs offshore has seriously called into question the large corporate campus model of the last four decades. New work organization models such as, “fractal networks,” suggest that the high-tech campus we are used to may be to the next generation workplace what the old Hollywood motion picture studio lots were to today’s network of hundreds of independent specialty film industry contractors. Dahlin Group is very encouraged to see that this RFP and the Coyote Vision has opened up to the more finely grained integration of jobs and housing than the North Coyote job center/Mid Coyote housing center concept. The possibility of defining Coyote Valley as a Mecca district for some recognizable creative endeavor could spur job growth even as the Golden Triangle and Lower Peninsula struggle to fill millions of square feet of segregated indus-



up to 14 per acre for single-family detached and 21 per acre for townhomes with 2 car attached alley access garages. But the question comes up. Can I get the big weekend SUV in? Or, what happens when teenage kids need a car as well? Nearby third+ car storage will keep streets and building footprints smaller.

Not all “streets” need to be sized to accommodate automobiles. Properly planned paths and paseos can provide access to homes and retail, while alleys maintain adequate service vehicle reach.

METHODOLOGY

Opportunities

trial campus space. Such Mecca's usually have some institutional or major corporate anchor (Stanford for all of Silicon Valley; UCSF for Mission Bay; bio-tech, Dell for Kunshan, China; Sony, Disney, Dreamworks for Hollywood). In this line of thinking, large corporate or institutional anchors may be valuable to Coyote Valley because they are huge customers more than because they are a huge employer.

AVERAGE FIRM SIZE FOR SAN JOSE INDUSTRIES			
Computer & Communications	278	Business Services	19
Semiconductors	93	Miscellaneous Manufacturing	17
Electronic Components	79	Software	17
Corporate Offices	75	Health Care	14
Bioscience	72	Retail/Consumer Services	14
Visitor	48	Bldg/Construction/Real Estate	11
Transportation/Distribution	22	Innovation Services	10
Industrial Supplies and Services	22	Financial Services	10

COMPANIES SEE CHANGING WORK ENVIRONMENT, PROMPTED BY STRUCTURAL CHANGE	
Today: Industrial Campus	Tomorrow: Innovation Community
<ul style="list-style-type: none"> • One- or two-story buildings 	<ul style="list-style-type: none"> • More efficient use of land (mid- and high-rise workplaces)
<ul style="list-style-type: none"> • Single use: work 	<ul style="list-style-type: none"> • Multiple, more integrated uses: <ul style="list-style-type: none"> —Workplace amenities: restaurants, child care, "dailies" shopping —Speciality housing for young engineers nearby
<ul style="list-style-type: none"> • Light rail underused 	<ul style="list-style-type: none"> • Tiered density from transit corridor

The fun of living at
25 units per acre

A Retail and Entertainment Destination

Vancouver's Granville Island, San Diego's Gas Lamp district, Santana Row, Downtown Walnut Creek, Irvine Spectrum, Disney World, and San Antonio's canals are all deliberately created destination retail/dining/entertainment districts. They draw from a much larger area than their local district. Some are purely an urban or redevelopment creation (Granville Island, Gas Lamp, Walnut Creek), some are at a transportation node (Irvine Spectrum), some have built water-features (Disney World, San Antonio). They all offer ideas possible in Coyote.



METHODOLOGY

Opportunities

As exciting as the Coyote Valley Specific Plan is to urban designers, when one drives around the cows and crops there today, one cannot help but wonder, how do we ever get to a 10/acre to 100/acre 25,000+ homes and 50,000 jobs. The plan does not anticipate incremental densification, starting at suburban densities and in 100 years maturing to a City. The plan anticipates a new city from virgin cloth. And that takes some big ideas. (More than a Starbucks).



Urban Family Housing

Family life at urban densities is a concept that seems oxymoronic, not just to lay people, but to many policy makers and much of the market as well.



Empty nester pieds-a-terre and alternative lifestyle lofts will not, alone, make a community of 25,000 homes in Coyote Valley. Dahlin Group's Rivermark project in Santa Clara is receiving national recognition for delivering a quality of family life in a community that averages 20

units/acre. Dahlin Group will tour the Coyote Valley Task Force through this project and show the innovations and techniques that have made this a success. Homes for nuclear families and extended families need more than a bedroom and plasma TV. Hobby basements and useable attics vertically extend the living space. Room-size patios or roof decks may replace yards but pocket parks need to be nearby everyone.



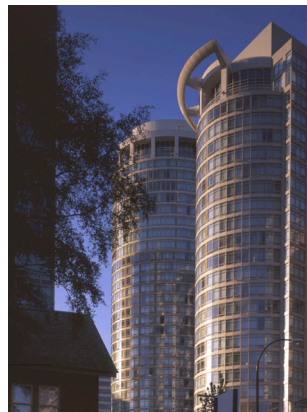
METHODOLOGY Opportunities

High-rise and Mid-rise Housing

High-rise densities are anticipated for parts of Coyote Valley. 25,000 homes is stated as a minimum. From single-family detached suburban density home to 45 units per acre, 4-story wood frame over podium, per square foot construction costs are going up with density, while per square foot price is going down. But get above the surrounding buildings and, in steel or concrete buildings, price goes up with height. EVEN IN THE WEST! And even outside City Centers. Canadian high-rise developers have all but monopolized San Diego's Center City Development Corporation's phenomenally successful downtown housing program.



Florida high-rise residential builders are enjoying strong success in Las Vegas. The Bay Area has a significant Asian immigrant population who has an affinity for high-rise urban living. Dahlin Group has



done high-rise penthouses in Canada and Shanghai and seen first hand, the premium paid for this exclusive aerie. We have asked residential high-rise architect James Cheng to join our team not only because of his expertise in the design of this typology but also for his knowledge of the developer community that is enthusiastic about building it and the market that buys it. Mr. Cheng designed several of the high-rise residential towers recently toured by a contingent

of San Jose policy makers. He will coordinate the design and financial exploration of this building typology with the Task Force and can offer a Vancouver/San Diego tour and discussion with experienced developers.



METHODOLOGY

Opportunities

Boulevard Models

Great City Models

Paris, Madrid, Washington D.C. all contain boulevards that provide a central focus and move a ton of traffic. Washington's Pennsylvania Avenue radiates off the Congressional dome and is America's Parade Street.

Paris' Champs-Élysées and Madrid's Paseo del Prado are classic two-tiered boulevards with



elegant parkways separating through-traffic from local small shopping street.

These parkways are themselves wide enough for charming cafés, bars, and coffee houses. These famous boulevards are tangible proof that even busy streets can be more than a way to get from here to there. Among the ideas for Coyote Valley, we will explore this grand boulevard alternative to the usual limited access collector.



Urban Integration Models

San Diego's Gas Lamp and Little Italy and Vancouver's Robson Street represent contemporary integrated urban living at a scale reachable within the Coyote Vision. Through photos and possible tours, we will explore the subtleties that make these districts thrive.



METHODOLOGY

Land Use & Urban Form Alternatives

Land Use Alternatives

Traditional planning methods start by creating a land use diagram coupled with a hierarchical roads plan. This is then backfilled with community design amenities that may be as little as walls, street side landscape, and community entries. Dahlin Group's urban design methodology is different. We will begin by going down two parallel tracks.



One track develops land use distribution options, not as a plan in space, but simply as a numerical spreadsheet exercise. This space "neutral" distribution of land uses quickly quantifies the plan's scope and possibilities and provides about 80% of the information needed to analyze regional impact. Land use matrices total to the acreage available and quantify each use in terms of units/acre, FAR, or prescribed sizes (schools, ball fields). Alternatives will begin with the establishment of expected ratios for public uses (elementary age children per household by household typology, ratio between elementary, junior high, and high schools; parks by type per 1,000 people, fire and police ratios and response times, etc.). Specific criteria of the CVSP include a minimum of 25,000 homes with 20% affordable; and 50,000 jobs exclusive of community support and public service employment. Alternatives we will explore will include a variety of workplace typologies from corporate campus to city center over retail office. Several "big idea" destination concepts will be explored.

METHODOLOGY

Land Use & Urban Form Alternatives

Urban Form Alternatives

On a parallel track, we explore urban form possibilities. These urban forms start from the land itself but include a mix of historically recognizable form giving typologies (i.e. Paris, Champs-Élysées, American town grid and main street, classical European rotaries and radials) and created amenities (San Antonio's canals, recreational lakes, retail/entertainment center). They, of course, will recognize fixed constraints as well.

A major, and somewhat controversial, issue that can be a tremendous opportunity has to do with the urban edges of this new urban district. The open space in South Coyote, the hills to the west, and the water and riparian habitats to the east all contain environmentally-friendly recreational opportunities that can provide the necessary connection to complement nature to high density urban living.

The Dahlin Group Team, in working cooperation with City Staff, Group I and Group III Consultants, and the Technical Advisory Committee will generate Land Use and Urban Form options for presentation to the Task Force. We envision that our initial presentations will not necessarily be in the form of complete plans, but a mix of parts that have some degree of interchangeability (i.e. a boulevard City Center concept may be compatible with several different urban/open space edge concepts).

Generation of Design Alternatives

From these initial idea presentations we will, with the Task Force, define three or four "menus" of Land Use and Urban Form concepts to be developed into cohesive and complete design plans.



Analysis and Refinement of Design Alternatives

These design alternatives will go through a vetting process with Consultant Groups I and III. This will include sufficiently detailed land use quantifications per parcel so that the fiscal consultant can do preliminary burden allocation matrices for each alternative.



**An Iterative Process -
Honing in on a
Preferred Alternative**

METHODOLOGY

Honing in on a Preferred Alternative

We will follow iterative rounds of conceptual design and analysis. This process will involve more detailed analysis of environmental impact; preliminary infrastructure cost analysis; more detailed fiscal feasibility analysis; market analysis; and a more detailed burden allocation analysis. It is also during this process that we will first address item 13 of "Coyote Valley Specific Plan Vision and Expected Outcomes."

The Task Force should review the potential to utilize "sub-regions" of the Valley that will incorporate jobs and housing that can move forward when the sub-region has the ability to finance the appropriate infrastructure. Residential projects will be issued building permits in parallel with the development of jobs when either the projects are purely mixed-use in their construction or the jobs and housing are constructed simultaneously.